


19 October 1973

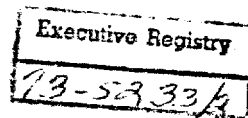
MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Agency Records Management Conference

Bill,

Since you were unable to speak to the Agency records personnel, I thought you might want to sign something along the line of the attached memorandum which we would distribute with copies of your speech.

STATINTL


Chief, Information Systems Analysis Staff




20 October 1973

MEMORANDUM FOR: Chief, Information Systems Analysis Staff
SUBJECT : Records Management Conference

Gail,

As you know, I had intended to speak to the Agency Records Management Officers prior to your Conference on 10-12 October 1973 to reaffirm my interest in the program and express a few personal thoughts. Since this was impossible, you might want to circulate copies of what I had intended to say. Perhaps next year our schedules will allow me to meet with all of you.


W. E. Colby
Director

DCI SPEECH TO BE READ AT THE
RECORDS MANAGEMENT CONFERENCE
10 OCTOBER 1973

RECORDS MANAGEMENT IS AN INHERENT ELEMENT OF THE OVERALL AGENCY MANAGEMENT PROGRAM. IT IS IMPORTANT BECAUSE RECORDS OCCUPY SPACE, ARE COSTLY TO MAINTAIN, ARE ESPECIALLY NECESSARY TO AN INTELLIGENCE AGENCY, AND RESPOND TO ATTENTION.

I DON'T WANT TO OVERSTATE THE CASE -- WHILE RECORDS ARE IMPORTANT, THEY ARE NOT THE MOST IMPORTANT ELEMENT IN THE MISSION AND FUNCTION OF THIS AGENCY, BUT RECORDS AND RECORDS MANAGEMENT ARE AN ESSENTIAL SUPPORTING ELEMENT TO THE PRIME CONCERNS OF THE AGENCY. IN THIS PERSPECTIVE, THE GOAL OF A VIGOROUS DYNAMIC RECORDS MANAGEMENT SYSTEM HAS MY FULL SUPPORT AND THE FULL SUPPORT OF ALL SENIOR OPERATING OFFICIALS.

THUS IT IS VERY IMPORTANT THAT WE ALL, AND ESPECIALLY YOU, THE MEMBERS OF THE RECORDS MANAGEMENT TEAM, BECOME INVOLVED IN THE PROGRAM. RECORDS MANAGEMENT WILL BE ONLY AS SUCCESSFUL AS OUR INVOLVEMENT, DRIVE, AND ENTHUSIASM.

AS YOU KNOW, I HAVE FOR SOME TIME PRESSED FOR TOP-MANAGEMENT SUPPORT OF THE AGENCY'S MANAGEMENT OF RECORDS. LAST YEAR, WHEN I WAS THE EXECUTIVE DIRECTOR-COMPTROLLER, I ESTABLISHED THE POSITION OF SPECIAL ASSISTANT FOR INFORMATION CONTROL TO SYMBOLIZE THIS CONCERN ON MY PART THAT WE HAVE AN AGENCY-WIDE SYSTEM. WITH THE CHANGES IN THE AGENCY'S STRUCTURE WHICH HAVE TAKEN PLACE IN THE LAST SEVERAL MONTHS, THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES HAS BECOME THE GENERAL MANAGER OF THE AGENCY. HE IS THE MAN TO WHOM I LOOK FOR THE SUCCESSFUL OPERATION OF AGENCY PROGRAMS WHICH ARE CONCERNED WITH HOW EFFECTIVELY WE MANAGE OUR RESOURCES. WITH MR. BROWMAN'S ASSUMPTION OF THIS ROLE, WE TRANSFERRED TO HIM THE OFFICE OF THE SPECIAL ASSISTANT FOR INFORMATION CONTROL. IT HAS NOW BECOME THE INFORMATION SYSTEMS ANALYSIS STAFF. I LOOK TO THE DD/M&S MECHANISM AS A MEANS OF ARTICULATING COMMON RATIONALE AND PHILOSOPHY THROUGHOUT THE AGENCY FOR RECORDS MANAGEMENT.

AT THE SAME TIME LAST YEAR, WE ESTABLISHED THE RECORDS MANAGEMENT BOARD WITH REPRESENTATION FROM EACH DIRECTORATE. THIS BOARD SERVED AS A MEANS OF COMMUNICATION WITH THE POLICY LEVELS OF THE DIRECTORATES. IT FUNCTIONED WELL IN THIS ROLE AND SERVED ITS PURPOSE. WE NO LONGER NEED A BOARD TO FILL THAT ROLE. THE COMMUNICATIONS LINE BETWEEN THE CENTRAL RECORDS MANAGEMENT MECHANISM AND THE DIRECTORATES APPEARS TO BE SOLID AND FUNCTIONING WELL. ACCORDINGLY, WE ARE DISSOLVING THE RECORDS MANAGEMENT BOARD.

HOW DO I FORESEE THE SYSTEM OPERATING? MY MANAGEMENT STYLE IS TO DELEGATE TO THE OPERATING OFFICIALS THE RESPONSIBILITY FOR PROGRAM EXECUTION AND THEN TO ESTABLISH A JOB-AUDIT SYSTEM OF REPORTING AND INSPECTIONS WHICH WILL TELL ME HOW WELL THEY ARE DOING. I SEE THIS TECHNIQUE BEING APPLIED TO RECORDS MANAGEMENT. THE POLICY PRONOUNCEMENT, THE DEFINITIONS OF DIRECTION, GOALS AND OBJECTIVES WILL COME FROM THE DD/M&S. THE DD/M&S WILL BE RESPONSIBLE FOR THE FORMULATION OF GUIDELINES AND PLANS WHICH WILL SERVE AS THE FOUNDATION FOR THE AGENCY'S RECORDS MANAGEMENT

SYSTEM. HE WILL ESTABLISH OBJECTIVES FOR THAT SYSTEM TO ACCOMPLISH IN SUBSEQUENT FISCAL YEARS. I SURMISE THAT YOU WILL HEAR MORE ON THIS SUBJECT FROM MR. BROWMAN TOMORROW.

IT WILL BE THE RESPONSIBILITY OF THE DIRECTORATES AND THE OPERATING COMPONENTS TO IMPLEMENT IN THEIR OWN STYLE THE POLICY STATEMENTS AND GUIDELINES WHICH HAVE BEEN PROMULGATED FROM THE DD/M&S. IN THIS RESPECT, I WOULD EXPECT MY OPERATING OFFICIALS TO GIVE TO THE RECORDS MANAGEMENT OFFICERS FULL AUTHORITY TO ACCOMPLISH THOSE CHANGES THAT ARE NECESSARY TO ENABLE EACH OFFICE TO HAVE AN EFFECTIVE AND EFFICIENT RECORDS MANAGEMENT PROGRAM. I WILL EXPECT THE DD/M&S TO ESTABLISH A COMPREHENSIVE REPORTING SYSTEM, COUPLED WITH AN EFFECTIVE PROGRAM OF RECORDS MANAGEMENT SURVEYS WHICH WILL PROVIDE HIM WITH THE INFORMATION UPON WHICH HE CAN REPORT TO ME ON A REGULAR BASIS THE STATE OF HEALTH OF OUR RECORDS MANAGEMENT SYSTEM.

IT IS INCUMBENT ON EACH OF YOU TO TAKE THE BUSINESS OF RECORDS MANAGEMENT SERIOUSLY. YOU ARE WELL AWARE OF THE PRESSURES WHICH INFLATION PUTS UPON ALL OF US IN TERMS OF MANAGEMENT OF RESOURCES. THE COMBINATION OF

INFLATION AND REGULAR PAY RAISES MEANS THAT EACH OF US MUST BECOME MORE PRODUCTIVE IN OUR SELECTED AREAS IF WE ARE TO HOLD OUR OWN. THE AREA OF RECORDS MANAGEMENT IS ONE WHERE CONCRETE SAVINGS CAN BE MADE. YOUR INNOVATION AND INITIATIVE IN FINDING NEW WAYS OF DOING THINGS, NEW TECHNIQUES FOR STORING AND RETRIEVING INFORMATION, CAN MAKE A REAL DIFFERENCE IN THE WAY THIS AGENCY MAKES USE OF ITS ASSETS FOR THE ACCOMPLISHMENT OF ITS MISSION. I URGE EACH OF YOU TO TAKE YOUR WORK SERIOUSLY AND TO STRIVE FOR NEW THOUGHTS AND IDEAS WHICH WILL ENHANCE OUR OPERATING EFFICIENCY.

I WOULD ALSO LIKE TO BRIEFLY TOUCH UPON MY OWN PHILOSOPHY RELATIVE TO THIS PARTICULAR INTELLIGENCE AGENCY IN THIS PARTICULAR SOCIETY. ONE OF THE PROBLEMS WHICH HAS FACED US IN THE RECENT PAST AND WHICH WILL CONTINUE TO FACE US IS THE IMPLEMENTATION OF THE INTENT OF EXECUTIVE ORDER 11652 WHICH, AS YOU KNOW, SEEKS TO PROVIDE A GREATER FLOW OF INFORMATION TO THE AMERICAN PUBLIC. WE ARE THE PRODUCT OF AN OPEN SOCIETY. AS A PRODUCT OF THAT SOCIETY WE ARE, TO A CERTAIN EXTENT, A CONTRADICTION OF TERMS. WE ARE TO THE EXTENT POSSIBLE AN OPEN INTELLIGENCE AGENCY. I INDICATED TO CONGRESS

DURING MY CONFIRMATION HEARINGS MY INTENT TO MAKE AVAILABLE TO CONGRESS AND TO THE PUBLIC MORE INFORMATION. AT THE SAME TIME, I CANNOT STRESS TOO STRONGLY MY VERY FIRM INTENTION OF PROTECTING OUR INTELLIGENCE SOURCES AND METHODS AT ALL COSTS.

THE RECORDS MANAGEMENT SYSTEM, IN THE FUTURE, WILL BE AN INTEGRAL PART OF HOW WE RESPOND TO THE PROVISIONS OF EO 11652 CALLING FOR AUTOMATIC DECLASSIFICATION AT VARIOUSLY PRESCRIBED TIME INTERVALS. AS YOU DEVELOP SYSTEMS AND TECHNIQUES FOR DOING THIS, YOU MUST BE AWARE AT ALL TIMES OF THE DEMANDING REQUIREMENTS FOR THE PROTECTION OF THOSE PEOPLE WHO SERVE AS OUR HUMAN SOURCES, AND OF THE PROTECTION OF THAT METHODOLOGY AND THOSE TECHNIQUES WHICH PERMIT US TO DO OUR JOB OF COLLECTING AND PRODUCING INTELLIGENCE TO SERVE THE POLICYMAKERS OF THIS GOVERNMENT.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)			
FROM: Chief, Information Systems Analysis Staff 2E-42 Hqs.		EXTENSION	NO.
			DATE
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. W. E. Colby 7E-12 Hqs.	10/20/73		WEC/jp
2.			
3. C/ISAS 2E-42 Hqs.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

Thanks -
 I do regret
 not showing
 up -